



Natural Environment Board

Date: MONDAY, 19 FEBRUARY 2024

Time: 11.00 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Caroline Haines (Chair)	Oliver Sells KC
Andrew McMurtrie (Deputy Chairman)	James St John Davis
Eamonn Mullally	William Upton KC (Ex-Officio Member)
Wendy Mead	Alderman Gregory Jones KC (Ex-Officio Member)
Benjamin Murphy	Deputy Alpa Raja

Enquiries: Polly Dunn
polly.dunn@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To agree the public minutes and non-public summary of the Natural Environment Board meeting held on 4 December 2023.

For Decision
(Pages 7 - 12)

Environment Department

4. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - ENVIRONMENT DEPARTMENT**

Report of the Executive Director Environment.

For Decision
(Pages 13 - 28)

5. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director Environment.

For Decision
(Pages 29 - 42)

Natural Environment

6. **CHARITIES & COMMERCIAL**

Executive Director of Environment to be heard.

7. *** CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 4**

Report of the Executive Environment.

For Information

8. *** OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER 2023) 2023/24 - NATURAL ENVIRONMENT DIVISION**

Report of the Chamberlain.

For Information

9. *** NATURAL CAPITAL AUDIT**

Report of the Executive Director Environment.

For Information

City Gardens

10. **DOG CONTROL WITHIN CITY GARDENS**

Report of the Executive Director Environment.

For Decision
(Pages 43 - 52)

11. **2024/25 EVENTS FEES AND CHARGES - CITY GARDENS**

Report of the Executive Director Environment.

For Decision
(Pages 53 - 58)

12. *** CITY GARDENS UPDATE**

Report of the Executive Director Environment.

For Information

13. *** KING GEORGE'S FIELD-CITY OF LONDON TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**

Report of the Executive Director Environment.

For Information

Governance

14. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

Part 2 - Non-Public Agenda

17. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the Natural Environment Board meeting held on 4 December 2023.

For Decision
(Pages 59 - 60)

19. *** CORPORATE CHARITIES REVIEW SCOPING EXERCISE TO SUPPORT THE NATURAL ENVIRONMENT CHARITIES REVIEW**

Joint report of the Managing Director of City Bridge Foundation and Executive Director Environment.

For Information

20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda (circulated separately)

22. **NATURAL ENVIRONMENT STAFFING**

Report of the Executive Director Environment.

For Decision

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NATURAL ENVIRONMENT BOARD Monday, 4 December 2023

Minutes of the meeting of the Natural Environment Board held at Committee Room -
2nd Floor West Wing, Guildhall on Monday, 4 December 2023 at 10.00 am

Present

Members:

Caroline Haines (Chair)
Andrew McMurtrie (Deputy Chairman)
Eamonn Mullally
Wendy Mead
Oliver Sells KC
Catherine Bickmore (Observer)

In Attendance:

Benjamin Murphy
William Upton KC
James St John Davis
Paul Morris (Observer)

Officers:

Emily Brennan	- Environment Department
Anna Cowperthwaite	- Comptroller and City Solicitor's
Ken Dunbar	- Environment Department
Sally Gadsdon	- Environment Department
Simon Glynn	- Environment Department
Clem Harcourt	- Chamberlain's Department
Joanne Hill	- Environment Department
Jo Hurst	- Environment Department
Joe Kingston	- Environment Department
William LoSasso	- Environment Department
Simon Owen	- Chamberlain's Department
Robert Shakespeare	- Environment Department
Blair Stringman	- Town Clerk's Department
Jake Tibbets	- Environment Department

1. APOLOGIES

There were no apologies.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

RESOLVED – That, the public and non-public summary of the minutes of the meeting held on the 16 October 2023 be agreed as a correct record.

4. **FORMAL THANKS TO SUPERINTENDENT/ASSISTANT DIRECTOR - EPPING FOREST**

The Board received a formal thanks to the Superintendent/Assistant Director of Epping Forest.

The board wishes to express its appreciation to Paul Thomson for his outstanding leadership as Superintendent of Epping Forest for the past 15 years.

Under Mr. Thomson's guidance, a team of 75 has diligently protected and enhanced Epping Forest, managing a budget of £4.5 million and overseeing additional projects totalling £14 million. His innovative conservation strategies, such as the 'fenceless' grazing initiative, showcase his commitment to progressive environmental practices.

Mr. Thomson's role in governance, collaboration with Members and Verderers, and his instrumental work with seven Local Planning Authorities have been pivotal in ensuring the sustained protection of Epping Forest. Additionally, his financial acumen has significantly increased annual income from £675,000 to over £2 million.

His success in securing external funding, including the £6.8 million 'Branching Out' project, has played a vital role in enhancing the forest's facilities and sustainability.

We extend our sincere thanks to Mr. Thomson for his exceptional service and wish him continued success in his future endeavours.

RESOLVED – That, the formal thanks be noted.

5. **REVISED TERMS OF REFERENCE**

The Board considered a report of the Interim Executive Director, Environment concerning a revised Terms of Reference of the Natural Environment Board.

Members discussed observer and external representative appointments, advertising positions, staggering terms, and strategic oversight of the board. A Member raised concerns on the Natural Environment Director's appointment and administrative responsibilities as outlined in the Terms of Reference and points of clarification were also sought on the board's role in charity governance. The chair proposed addressing changes to the Terms of Reference through delegated authority as contained in the recommendation(s) of the report noting to revisit observer arrangements after a year. It was proposed that Members feedback to officers for redrafting of the Terms of Reference prior to the report being taken to the Policy and Resources Committee.

RESOLVED – That Members, delegate Authority to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Natural Environment Board, to consider any final changes to the Terms of Reference arising from discussion.

6. ***REPORT OF ACTION TAKEN**

The Board received a report of the Town Clerk, concerning a report of action taken under urgency procedures since the last meeting.

RESOLVED – That, the report be noted.

7. **REVENUE AND CAPITAL BUDGETS 2024/25**

The Board considered a joint report of the Chamberlain and Interim Executive Director, Environment concerning approval of the revenue and capital budgets for the Natural Environment Board for 2024/25, for subsequent submission to Finance Committee.

The report presented the revenue and capital budgets for 2024/25 for City Gardens, Bunhill fields, the Natural Environment Directorate, and the Learning team. It was noted that the overall proposed net expenditure budget for 2024/25 was 2.487 million, representing an increase compared to the 2023/24 original budget. The budget included adjustments for inflation, ward adjustments, and transfer of staffing budgets from other divisions.

During the meeting, several questions and concerns were raised, seeking clarity on budgetary matters. In response to queries officers clarified that there was a slight underspend projected for the current year, factored into the latest budget. Members were informed that the increase in the budget was predominantly attributed to changes in central risk budgets, while other budgets remained relatively consistent. Additionally, the rise in the net central risk budget in 2023/24 was explained as being linked to operational property review work and an IT transformation project for City Gardens.

Regarding salary increases and the cost of living, it was noted that the pay award of a 3% uplift or £4,000, whichever was greater, had been fully met by the Central Chamberlains Department. Furthermore, staffing changes and reorganisation were highlighted, indicating an increase in the transfer of staffing budget to the Natural Environment Directorate from April 2024, specifically related to business service staff and other open spaces staff transferring over.

In response to a Member's request for a review of the budget, the Director of Natural Environment committed to conducting a thorough review twelve months, evaluating what was working well and making any necessary adjustments. The chair acknowledged ongoing efforts to improve the clarity of documentation provided to the board.

RESOLVED – That Members,

- a) Approve the proposed revenue budget for 2024/25 for your Board for submission to Finance Committee.
- b) Approve the City Gardens capital and supplementary revenue budgets for 2024/25 for submission to Finance Committee.
- c) Agree that amendments for 2023/24 and 2024/25 budgets arising from changes to recharges or for any further implications arising from

corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be authorised to the Chamberlain in consultation with the Interim Executive Director Environment.

8. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL – SEPTEMBER 2023) 2023/24 – NATURAL ENVIRONMENT DIVISION**

The Board received a report of the Chamberlain concerning an update on the operational finance position as of period 6 (April – September 2023) 2023/24 for the Natural Environment Division's local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position.

RESOLVED – That, the report be noted.

9. ***MID-YEAR UPDATE ON THE MONUMENT – APRIL - SEPTEMBER 2023**

The Board received a report of the Interim Executive Director, Environment concerning achievements at the Monument to the Great Fire of London between April and September 2023.

In this mid-year update, officers informed Members that they were working on medium and longer-term strategies to return to profit, addressing governance questions, and acknowledging that certain details were still a work in progress. Members noted that a meeting was scheduled for the next week with colleagues from the City Surveyors Department and Destination City to discuss alternative governance arrangements for the Monument. Officers noted ongoing efforts to address concerns about the Monument's financial position, with a focus on collaboration with City Bridge Foundation staff. Members were informed that post-pandemic visitors were increasing year on year, though full recovery may take time.

RESOLVED – That, the report be noted.

10. **DOGS ON LEAD**

The Board received a verbal update from the City Gardens Manager concerning dog control and other City Garden matters.

On the matter of dogs at Bunhill Fields, officers provided an update noting in the past year, there have been 135 recorded incidents, with 69 of them related to dogs off leads. Members were informed that three options were under consideration: banning dogs altogether, introducing designated dog areas within the garden, or maintaining the current legislation of dogs on leads. There was a brief discussion on the wider issue of dog control in open spaces, with Members raising concerns about public health risks and the need for coordinated efforts. The board acknowledged the need for better coordination and discussed plans for internal working groups to address dog-related challenges.

In relation to Finsbury Circus, officers reported that the site has been handed over to contractors to conduct work. It was noted that the public would be

restricted from accessing the site for approximately a year, with plans to reopen in November 2023/24.

RESOLVED – That, the verbal update be noted.

11. **SUMMARY OF NATURAL ENVIRONMENT AWAY DAY**

The Board considered a report of the Interim Executive Director, Environment concerning options for the vision, mission and strategies for the Natural Environment Division for approval.

Members discussed the importance of clarity of language with suggestions in the future to consider including terms such as "semi-natural habitats" and "cultural landscape" in the mission. The Chairman concluded that a period of reflection in the early summer would take place and updates on progress of the strategies would be brought back to the board at a later in the year.

RESOLVED – That Members,

- a) Endorse the Natural Environment Division's vision.
- b) Endorse the Natural Environment Division's mission.
- c) Approve the four Natural Environment Division Strategies:
 - 1) Conservation and Nature Resilience
 - 2) Community Engagement
 - 3) Access and Recreation
 - 4) Culture, Heritage and Learning

12. ***BUSINESS PLAN 2023/24 – PROGRESS REPORT (MID-YEAR, APRIL-SEPTEMBER 2023)**

The Board received a report of the Interim Executive Director, Environment concerning an update on progress against the Environment Department's high-level Business Plan 2023/24.

RESOLVED – That, the report be noted.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

There was no urgent business.

15. **EXCLUSION OF THE PUBLIC**

RESOLVED – That, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

16. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 16 October 2023 be agreed as a correct record.

17. ***DEBT ARREARS – NATURAL ENVIRONMENT DIVISION**

The Board received a joint report of the Chamberlain and Interim Executive Director, Environment.

RESOLVED – That the report be noted.

18. *** CARBON REMOVALS (CLIMATE ACTION) PROJECT RESCOPING REAPPROVAL (JANUARY 2024)**

The Board received a joint report of the Interim Executive Director, Environment and Executive Director of Innovation & Growth.

RESOLVED – That, the report be noted.

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no urgent business.

The meeting ended at 11:41pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

Agenda Item 4

Committee:	Date:
Natural Environment Board: For Decision	19 February 2024
West Ham Park Committee: For Information	19 February 2024
Hampstead Heath, Highgate Wood & Queen's Park Committee: For Information	12 February 2024
Epping Forest and Commons Committee: For Information	21 March 2024
Subject: Draft High-Level Business Plan 2024/25 – Environment Department	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 5, 6, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Bob Roberts, Interim Executive Director Environment	For Decision
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report presents the Environment Department's draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens (Appendix A). Due to the complexity and scope of the Environment Department, three separate high-level Business Plans have been produced to reflect our three key Committee 'clusters'. Plans covering the other areas of the Department are being presented to the relevant service committees.

The draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens is being presented to the Natural Environment Board for approval. Once approved, the Plan will be updated in line with any changes requested by the Natural Environment Board and will become the 'final version' adopted in April 2024.

The three Natural Environment Management Committees (Epping Forest and Commons Committee; Hampstead Heath, Highgate Wood and Queen's Park Committee; and West Ham Park Committee) are receiving the Plan for information.

Recommendation

Members of the Natural Environment Board are asked to:

- i. Note the factors taken into consideration in compiling the Environment Department Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens (Appendix A).

Members of the West Ham Park Committee; the Epping Forest and Commons Committee; and the Hampstead Heath, Highgate Wood and Queen's Park Committee are asked to:

- i. Note this report.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-page Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives an overall picture of activity, priorities, stakeholder engagement, trends where applicable, and direction of travel. The Corporate Strategy and Performance Team is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.
3. The high-level Business Plans of each department follow a corporately mandated format and set of contents. This enables cross-departmental comparison and identification of dependencies and silos. The Environment Department's high-level Business Plans have been reviewed by a corporate Strategic Planning Group and have been approved by the Executive Leadership Board before being presented to Committees.

Draft final high-level Business Plan for 2024/25

4. This report presents, at Appendix A, the draft high-level Business Plan for 2024/25 for the Natural Environment Division and City Gardens.

a. Prioritisation

The priority workstreams for 2024/25 were identified by the Environment Department's Senior Leaders and their management teams, in consultation with other members of staff. The establishment of these core workstreams enables management teams to set appropriate objectives and action plans to achieve the overarching goals during the year ahead.

Due to the high-level nature of this Business Plan, the workstreams do not include all elements of the teams' work; there is a significant amount of 'business as usual' activity that will continue alongside the priority workstreams. Where possible, workstreams link to corporate strategies and priorities, as well as statutory duties.

This year's Business Planning process included a pilot exercise to assign one of thirteen prioritisation categories to each workstream, as shown on pages 3 and 4 of the Plan. However, please note that the workstreams have not been ranked, or presented, in order of priority.

The Natural Environment Division's priority workstreams for 2024/25 are to implement and begin to deliver the Division's core strategies. As these strategies were still in draft at the time of writing the Business Plan, some of the workstreams are necessarily broad

with performance targets yet to be determined. When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

b. Resources utilised

As part of the pilot prioritisation exercise, in the 2024/25 high-level Business Plans, every City Corporation department was required to include an estimation of the budget and people resource associated with each workstream. These figures are expressed as percentages of the overall revenue budget and Full-Time Equivalent (FTE) staff.

It has not been possible to determine accurate allocation of financial or people resources for each workstream; very few are discrete projects with specific budgets, and very few members of staff spend specific proportions of their time on one workstream. Therefore, the figures shown in the Business Plan are very much estimates. Should this exercise be repeated in future years, accurate methodology will need to be designed and applied in order to ensure consistency across and within departments.

c. Performance measurement

Progress made against priority workstreams is measured by monitoring key performance indicators and achievement of milestones. Performance is reviewed regularly by Directors and their management teams and is reported to Committees every six months to enable Member scrutiny.

In addition, the top-level workstreams identified in this plan flow down to local team management plans and the individual performance plans of members of staff, which provide further methods of assessing progress. This also enables individual officers to fully understand how their work feeds into divisional, departmental and corporate activities, aims and objectives.

d. Synergies and combatting silos

Workstreams have been linked to corporate priorities wherever possible. Page 6 demonstrates how the work of the Natural Environment Division and City Gardens aligns with core strategies and policies, including the new Corporate Plan 2024-29.

Page 8, 'Our People' contains information which relates to the whole of the Environment Department. Colleagues across the department are working collaboratively to identify synergies and break down siloed working practices. The Department's Business Services Division works to align common processes and procedures to achieve consistency. This Division leads cross-departmentally on areas including business planning; risk management; health and safety; workforce planning; Equality, Diversity and Inclusion; communications and engagement; information and data management; and GIS mapping.

Departmental Operational Property Assets Utilisation Assessment

5. The Environment Department's staff are based across 25 sites throughout London and the south-east. It holds approximately 340 physical assets, almost 270 of which are at its Natural Environment sites.

6. The Executive Director is represented by the City Operations Director on the Board for the Corporation's Operational Property Review Programme. As part of this Programme, the Department is undertaking a critical review of all its physical assets, including operational property. A Departmental 'Task and Finish' group has been established and meetings are taking place to progress this project.
7. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.
8. Following this, officers will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Corporate and strategic implications – The Environment Department is working to align to the developing Corporate Plan, through continued engagement and participation in the Strategy Forum, Strategic Planning Group and so on. It will shape its strategies and services appropriately to ensure they support achievement of the City Corporation's outcomes. Future Business Plans will be fully informed by the mission, aims and outcomes in the Corporate Plan 2024-29.

The Business Plan lists other key City of London strategies that the Natural Environment Division and the City Gardens team are helping to deliver. Any new strategies will be reviewed as they are approved and consideration given as to how the services can and will support their delivery. This will include the new Corporate Plan and the People Strategy.

Financial implications - The high-level Business Plan has been produced in liaison with Chamberlain's Department and takes into consideration opportunities to reduce expenditure and increase income in order to make necessary savings.

Public Sector Equality Duty (PSED) - The Department has established an Equality, Diversity and Inclusion (EDI) Working Group. The Group is currently developing a Departmental EDI Plan which will align with the Corporate EDI Plan. Members of the group will lead on a range of EDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

Resourcing implications - Any changes to resources will be brought to the relevant Committee(s).

Security implications - None

Conclusion

This report presents the draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens. Members are asked to approve or note the Plan, as indicated. Once approved, the Plan will be updated in line with any changes requested by the Natural Environment Board and will become the 'final version' adopted in April 2024.

Appendices

Appendix A – Draft Environment Department high-level Business Plan 2024/25: Natural Environment Division and City Gardens.

Joanne Hill

Business Planning and Compliance Manager
Environment Department

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Natural Environment Division and City Gardens

The Environment Department shapes future environments and protects current ones.

It is the largest department in the organisation and provides a diverse range of services to London and the South East.

Within the 'square mile' we deliver many local authority and regulatory functions including planning and development; building control; engineering; highways and transportation; cleansing and waste; environmental health, licensing and trading standards. The SME Delivery Team provides advice and guidance for start-ups and small businesses which are located in, or visit, the City.

Further afield, we manage over 11,000 acres of stunning open spaces worth billions of pounds which capture thousands of tonnes of carbon a year and attract an estimated 25 million visitors.

We run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London's ports.

Due to the complexity and scope of the department, three separate high-level Business Plans have been produced to reflect our three key Committee 'clusters'. This plan covers the Natural Environment Division and City Gardens.

What's changed since last year... (to Oct 2023)

- Front line services continued to respond effectively to support the City's post-pandemic recovery.
- The Natural Environment's new organisational structure was implemented.
- A new Culture and Projects Section was established to deliver a joined-up approach to delivering projects, and our learning and heritage offers across the Natural Environment Division.

Major achievements 2023/24 (to Oct 2023):

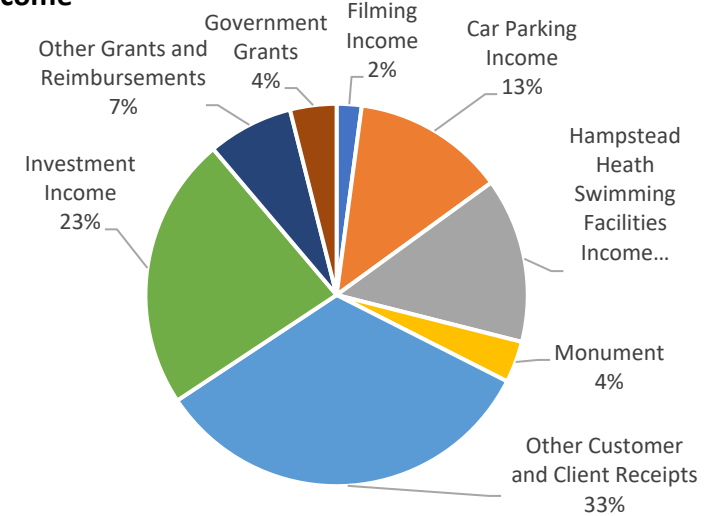
- City Gardens: Bunhill Fields Burial Ground, a Grade I listed landscape on the National Register of Parks, won a Green Flag Award. The prestigious scheme is an international benchmark, recognising some of the very best managed parks and green spaces in the world.
- All Natural Environment sites maintained their Green Heritage Accreditation and Green Flag awards and several won London In Bloom Awards.
- Epping Forest introduced pioneering invisible fencing technology to graze cows and received positive media coverage.
- The Commons' vehicle fleet was upgraded to be ULEZ compliant.
- The Learning Team provided case study for a Climate Action Pathways (CAPE) report, sharing the work of the team with educators and researchers across the UK.
- Keats House received funding from the Education Strategy Unit (ESU) to deliver the 'Culturally Speaking', 'Poetry Vs Colonialism' and 'Young Poet in the City' programmes in conjunction with other venues and partner organisations.

Where our money comes from and what we spend it on

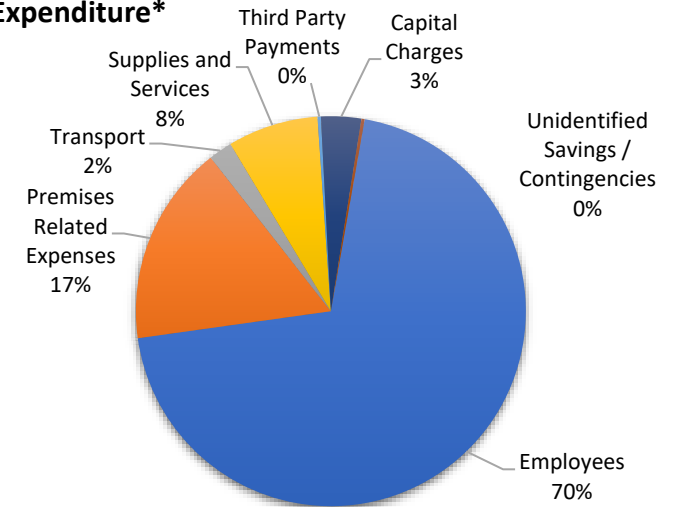
Total 2024-25 net expenditure is: £18.569m

Total FTE within scope of this Business Plan: 242 (28.09.2023)

Income*



Expenditure*



*N.B: The charts are based upon 2023/24 approved budgets as of Sept 2023.

Beyond 2024/25

Q1 2024/25

Q2 2024/25

Q3 2024/25

Q4 2024/25

Apr
May
Jun

Jul
Aug
Sep

Oct
Nov
Dec

Jan
Feb
Mar

2025/26

2026/27



City Gardens

Maintain City-owned green spaces in the Square Mile.

Complete Finsbury Circus re-landscaping (December 2024).

Nature conservation and resilience*

Protect and enhance biodiversity of the open spaces

Increase the resilience of our open spaces

Establish a natural capital-based management process.

Climate Action Strategy – Carbon Removals Project

Community engagement*

Create meaningful and lasting partnerships.

Cultivate a sense of deep pride in, and attachment to, our spaces.

Ensure continuous transfer of information between the Corporation and its customers.

Access and recreation*

Enable the best possible visitor journey.

Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore.

Build understanding and knowledge about our open spaces.

Culture, Heritage and Learning*

Develop communities of interest that participate in, advocate for, and support our Natural Environment and Heritage charities.

Develop a learning offer that builds nature connection and wellbeing.

Protect, enhance and promote our built heritage, landscape heritage and archaeological assets.

Income generation

Develop and start to implement an income generation plan for the Natural Environment Division.

Complete the Operational Property Review.

Conserve and improve built assets across the Natural Environment Division and City Gardens.

* N.B. The Natural Environment Division’s workstreams reflect the developing suite of core Natural Environment Strategies (referred to later in this Plan). When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

Our major workstreams 2024/25

Workstream Name	Funding allocation % (of 2023/24 revenue budget)	People resource % (of FTE)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
City Gardens <ul style="list-style-type: none"> Maintain City-owned green spaces in the Square Mile. Complete Finsbury Circus re-landscaping (Nov 2023-Dec 2024). Effectively manage our spaces to ensure they are safe and pleasant and fit to provide the essential long-term benefits of green areas, including increasing biodiversity and adapting to become more climate resilient. 	11%	14%	2. Duty and Discretionary	<ul style="list-style-type: none"> Shared synergies and standards with similar Natural Environment spaces such as Hampstead Heath. Core strategies which can affect service requirements and delivery, including Destination City. Services are delivered out of operational facilities which are owned and maintained by City Surveyors. 	The Service will adapt to changing demands arising from expected increases in footfall resulting from implementation of the Destination City Strategy, climate change impact, and requirements of the Climate Action Strategy.	Achieve Green Flag Awards for Bunhill Fields and Finsbury Circus.	Annually	2	1 (Bunhill Fields)
						Meet Biodiversity Action Plan commitments by 2026.	Annually	14 actions by 2026	New KPI 2024/25
Nature conservation and resilience <ul style="list-style-type: none"> Protect and enhance the biodiversity of our open spaces. Increase the resilience of our open spaces within a wider, interconnected natural landscape. Establish a natural capital-based management process across our open spaces. 	29%	41%	7. Climate action.	<ul style="list-style-type: none"> Availability of specialist staff and financial resources. Access to planning system expertise for monitoring and responding to planning issues. Legal and financial support to facilitate land acquisition or partnership working agreements with neighbours. 	Protected habitats and species conserved in line with the UK Government's 25-year Environment Plan and legal obligations. Threats from damaging invasive species reduced or contained. Enhanced resilience to climate and other threats, ensuring continued delivery of natural capital benefits. Delivery of the Climate Action Strategy will ensure the Corporation meets its target of being Carbon neutral by 2027.	Biological survey records uploaded onto national recording databases within 12 months of collection.	Annually	100%	New KPI 2024/25
						Percentage of Local Authority plan consultations responded to.	Annually	100%	New KPI 2024/25
						Achieve annual carbon removal target.	Annually	-16.23 ktCO2e	-16.23 ktCO2e
Community engagement <ul style="list-style-type: none"> Partnership: create meaningful and lasting partnerships. Ownership: cultivate a sense of deep pride in, and attachment to, our spaces amongst users. Knowledge exchange: ensure continuous transfer of information between the Corporation and its customers. 	20%	19%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> Availability of staff and financial resources to deliver the Community Engagement Strategy's Action Plan. Engagement of customers, service users and partner organisations. 	Inclusive, accessible spaces which are physically and psychologically welcoming. Increased advocacy and volunteering to support the CoL and its green spaces. Greater customer participation and engagement will enable us to deliver services that better reflect the needs of the diverse communities we serve.	Number of partnership organisations that are delivering activities in our open spaces.	Annually	tbc	New KPI 2024/25
						Number of volunteer work hours.	Every six months	tbc based on 2023/24	Comparable data not available
						Visitors to Natural Environment Division web pages.	Every six months	1 million	921,079

Continued...

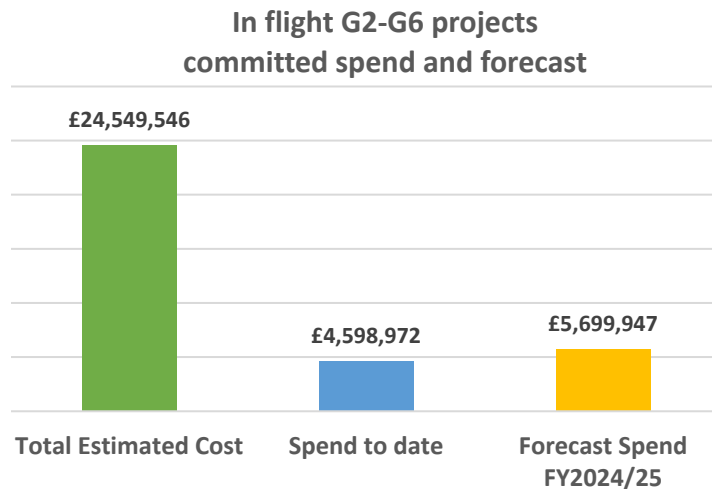
Workstream Name	Funding allocation % (of 2023/24 revenue budget)	People resource % (of FTE)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Access and recreation <ul style="list-style-type: none"> • Excellence: Enable the best possible visitor journey, creating the right information from pre-visit to on-site experience in exemplar sites. • Equal access: Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore • Inform: Build understanding and knowledge about our open spaces. Visitors will respect one another and will care for and advocate for the sites. 	20%	17%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> • Availability of staff and financial resources. • Income from SAMMS realised to pursue capital works. • Successful Countryside Stewardship Scheme bids. 	Open spaces are preserved for recreational benefit whilst maintaining the highest level of environmental protection. We provide the best possible visitor journey. All visitors are equally welcomed. Our spaces are welcoming places that visitors from all backgrounds and abilities are comfortable to explore.	100% of Waymarked trails are audited annually to maintain standards.	Annually	100%	New KPI 2024/25
						Provide accessibility information for every public facility on website by 2025.	Annually	100%	New KPI 2024/25
						Seasonal engagement sessions provided on site (minimum one per season per site).	Annually	Four per site	New KPI 2024/25
Culture, Heritage and Learning <ul style="list-style-type: none"> • Develop communities of interest that participate in, advocate for, and support our Natural Environment and Heritage charities. • Develop a learning offer that builds nature connection and wellbeing. • Protect and enhance our built heritage, landscape heritage and archaeological assets and promote them as part of our visitor and learning offers. 	7%	8%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> • Grant funding, recruitment and external partnerships. • Governance processes, operational property review, City Surveyor's expertise, funding to undertake repairs, maintenance and measures to protect built heritage assets. • Permissions from relevant local authorities and Historic England for assessment/works. 	Increased nature connection, pro-environmental behaviour and wellbeing of participants. More participants are from high pupil premium schools, are looked after children, young carers, young refugees and 13-25-year-olds who are struggling with education, employment or mental health. Built heritage, landscape heritage and archaeological assets are protected, meet statutory obligations, and are enhanced to support improved visitor and learning offer.	Number of participants per annum in our: School Learning programme: Play programme:	Annually	18,500 20,500	17,868 19,868
						Number of heritage assets on the 'Heritage at Risk' register.	Every six months	Three	Four
						Number of visitors per annum to our managed heritage attractions: Keats House: Monument:	Every six months	11,500 150,000	5,149 92,899
Income generation <ul style="list-style-type: none"> • Develop and start to implement an income generation plan for the Natural Environment Division. • Complete the Operational Property Review. • Conserve and improve built assets across the Natural Environment Division and City Gardens, tackling the 'bow wave' of maintenance backlog works. 	6%	2%	9. Income generation	<ul style="list-style-type: none"> • Operational Property Review and NE Charities Review (including the need for charities to restrict funds and carry funds forward). • Production of a comprehensive asset register. • The support of City Surveyor's Department with funding and delivery of the cyclical works programme. • Provision of adequate guidance, support and tools for staff to enable them to raise income. • Internal governance processes. 	Greater income will enable the charities to deliver more work to help achieve the vision and key priorities outlined in the Corporate Plan and the Natural Environment vision and strategies. It will also reduce dependence on City's cash and help us tackle some of the 'red' risks on the risk register, such as the maintenance backlog.	5% increase in income generation (on previous year).	Annually	tbc (awaiting 2023/24 figures)	(£,000's)
						Epping Forest & Buffer Lands:			2,835
						North London Open Spaces:			3,533
						The Commons:			1,416

Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/2026	2026/2027	Funded or Unfunded
Build profile of completed Finsbury Circus	x		Funded
Secure Planning consent for redevelopment of West Ham Park nursery site	x	x	Part funded
Secure removal of Wanstead Grotto from Heritage At Risk Register	x		Part Funded
Establish a new landscape scale nature recovery working partnership.		x	Unfunded

In-flight Capital Projects (Gateway 2-6)

Total no. of projects: 15



Operational Property requirements

The Environment Department's staff are based across 25 sites throughout London and the south-east. We hold approximately 340 physical assets, almost 270 of which are at our Natural Environment sites.

As part of the Corporation's Operational Property Review Programme, the Environment Department is undertaking a critical review of all its physical assets, including operational property. A Departmental 'Task and Finish' group has been established and meetings are taking place to progress this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.

Following this, we will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Operational Property Utilisation Assessment

Asset name	Assessment Complete?
Guildhall complex	Initial Workplace Survey completed June 2023. Detailed utilisation assessment to be considered as part of the OPR Programme.
Additional operational properties	No, utilisation assessments of these properties to be considered as part of the overall OPR Programme.

Key Risks

Details are accurate at January 2024 but are subject to continual review and change.

Our business risks are managed in accordance with the Corporate Risk Management Framework and, where applicable, the Charities Act 2011. Risks are regularly reviewed and updated by management teams in consultation with risk owners. Committees receive regular updates on the risks held by the charities/ services within their remit to provide them with necessary assurance that risks are being managed and mitigated effectively, and to enable Members to fulfil their oversight and scrutiny role.

Each of the Natural Environment charities holds its own risk register. The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. City Gardens is part of the City Operations Division, and its risks are held in a separate, non-charity, risk register.

Our highest risks fall within the subject areas listed below. The matrix shows the overall business risk profile for the Natural Environment Division and City Gardens Service.

Top risk subject areas

Decline in condition of assets (physical and natural)	Budget pressures
Lack of an asset register (Natural Environment)	Extreme weather and climate change
Wildlife management	Pests and diseases
Recruitment of suitable staff	Tree failure
Public behaviour	Impacts of visitor pressure

Risk profile

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely		18	22	3
	Possible		10	20	2
	Unlikely		4	11	
	Rare				

Our Strategy and cross-cutting strategic commitments

Corporate Plan

We are working to align to the developing Corporate Plan, through continued engagement and participation in the Strategy Forum, Strategic Planning Group and so on. We will shape our strategies and services appropriately to ensure they support achievement of the City Corporation’s outcomes.

Our future Business Plans will be fully informed by the mission, aims and outcomes in the 2024-29 Corporate Plan.

Natural Environment Division Strategies

The Natural Environment Division’s overarching vision and mission statement is being refreshed and a suite of core strategies is being developed.

Subject to Committee approval, these strategies will support the aims and objectives of the new Corporate Plan 2024-2029, other Corporate strategies and policies, as well as the Charity Objects and the Environment Department’s vision and aims.

The Natural Environment Division’s major workstreams for 2024/25 (set out earlier in this document) are to implement and begin to deliver these strategies. When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

Overarching Natural Environment Vision and Mission

- Conservation and Nature Resilience Strategy
- Community Engagement Strategy
- Access and Recreation Strategy
- Culture, Heritage and Learning Strategy

Underpinning strategies and plans

- Income Generation Strategy
- Natural Environment Business Plans
- Natural Environment Masterplans
- Natural Environment Charity Review
- Operational Property Review

The key Corporate strategies we support are...

Climate Action Strategy

- Enhance carbon removal in our open spaces.
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing.
- Deliver further climate resilient planting schemes in City Gardens.

Cultural Strategy

- Develop, enhance and animate open and green spaces.
- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City.
- Support outdoor programmes to grow, and actively encourage sponsorship and participation from neighbouring commercial partners.

Destination City

- Improve the quality of green spaces in the City to create a more attractive and welcoming public realm.

Education Strategy

- Contribute to delivering the strategy actions, particularly under the aim to: *Ensure that the Square Mile’s outstanding cultural, historical and open spaces resources enrich the creative experience of London’s learners.*

Sport & Physical Activity Strategy

- Contribute to deliver the strategy actions, particularly under the outcome: *People enjoy good health and wellbeing and health inequalities are reduced.*

We will review any new corporate strategies and policies as they are approved and consider how our services can and will support their delivery during 2024/25 and in future years. This will include the new **Corporate Plan 2024-2029** and the **People Strategy**.

Our stakeholders and engagement

We have a wide range of stakeholders and delivery partners (including, but not limited to those shown here).



Our Impacts



Stakeholder engagement

We continue to communicate with our stakeholders appropriately. For example:

- **Learning Programme** - The Natural Environment Learning Team worked with academic partners at Derby University to create a bespoke evaluation toolkit to measure participants' wellbeing, nature connection, confidence, understanding and involvement. The young participants rate themselves before and after a learning session, using a scale of smiley / sad faces to respond to a set of key questions.
- **Heritage** – Keats House Charity partnered with Cardiff University to deliver the 'Young Romantics in the City' programme for 2023/24.
- **City Gardens** - We regularly consult on proposed changes to the City Gardens, such as the Brewers' Hall Gardens and Finsbury Circus.
- **North London Open Spaces** – Consultations were undertaken on the proposed Woodland Walk at Queen's Park, the potential improvement projects at Parliament Hill, and other projects.
- **Epping Forest** - A project board including Friends of Wanstead Park and the Heritage of London Trust was established to oversee the restoration and maintenance of Wanstead Park Grotto.

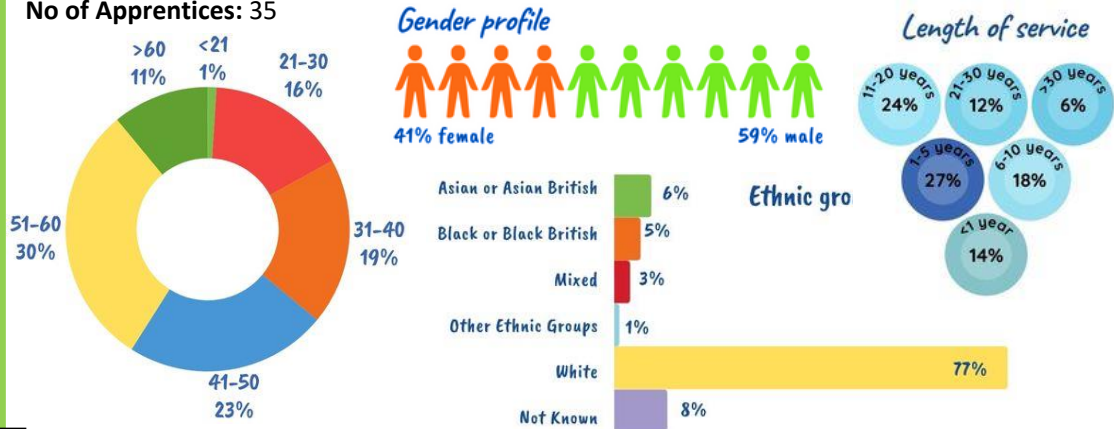
The data and information on this page relates to the whole of the Environment Department, not just to the services covered by this business plan. All data correct at 28/09/2023.

Environment Department Business Plan 2024/25 Page 26

Workforce representation

Current staffing levels: 679.1 FTE (headcount: 714)

No of Apprentices: 35



Developing our people

The first three priorities of our Departmental Workforce Plan for 2024/25 are:

- Improve staff communication and engagement.
- Increase people management skills and team building.
- Undertake a skills mapping audit.



We are increasing staff engagement through:

- Collaboration with corporate working groups and staff networks.
- Hosting staff network visits to our sites.
- Publishing a monthly departmental newsletter.
- Maintaining and promoting our departmental SharePoint site
- Our Departmental Working Groups which comprise representatives from all divisions (Communications; EDI; Health & Safety; Workplace; IT).
- Celebrating success, e.g. many nominees for the Celebrating our People Awards 2023.

We are developing capability and managing our talent through offering:

- Departmental induction sessions for new joiners.
- ILM Talent Management Programme.
- Supervisory training for managers.
- Specific training, e.g. 'Investigation' training for managers and 'Finance for non-financial managers' courses, which support corporate financial and HR objectives.
- Mentoring of apprentices and ILM candidates (and training for mentors).

Equality, Diversity and Inclusion

- The Environment Department is committed to driving forward the City of London Corporation's Equality, Diversity and Inclusion (EDI) agenda. The department's Senior Leadership Team, with the help of their Equalities Champions, seek to identify equality and inclusion priorities, develop appropriate actions to address inequalities and foster good relations between diverse groups.
- The Department's EDI Working Group consists of representatives (Champions) from across the department and is responsible for developing and ensuring compliance with the Departmental EDI Action Plan, and that actions support the Col's overall Equality duties.
- The Group is currently developing a Departmental EDI Plan which will align with the Corporate EDI Plan.

The first three priorities of our Departmental EDI Action Plan for 2024/25 are to ensure that:

1. Our staff have a clear understanding of the Equality Act 2010, particularly the PSED, and how it applies to them both in terms of service provision and working with colleagues. We will achieve this by ensuring staff undertake mandatory equality training and other relevant training, such as EQIAs and management skills.
2. Our Equality Champions actively support and advise managers and colleagues on EDI matters.
3. EQIAs are undertaken, recorded, and the results taken into consideration when making decisions on service delivery.

Health and Safety

The first three priorities of our Departmental Health and Safety Action Plan for 2024/25 are:

1. Mental Health – Stress Risk Assessments: Assess stress factors for all teams across the department, to determine the most effective actions to promote staff wellbeing.
2. Departmental Audit process: Implement a cross divisional Health and Safety compliance audit to share best practise and develop a departmental H&S culture.
3. Front line staff, including lone workers: Audit local processes, to ensure adequate controls are in place for vulnerable staff including lone workers.

Our work locations

Total Environment Department people resource: 679.1 FTE
(N.B. data is accurate at 28/09/2023 but is subject to continual change.)

Guildhall complex	268.2 FTE
Walbrook Wharf	13 FTE
London Gateway Port	55 FTE
River Division Office (Denton)	6 FTE
Heathrow Animal Reception Centre	47 FTE
Col Cemetery & Crematorium	53.9 FTE
Old Bailey (Coroner's service)	2 FTE
Epping Forest	52.8 FTE
Hampstead Heath, Highgate Wood, Queen's Park (Several different buildings across these sites.)	105.8 FTE
West Ham Park	12.5 FTE
Keats House	2.9 FTE
Ashted Common	6 FTE
Burnham Beeches and Stoke Common	14.2 FTE
West Wickham and Coulsdon Commons	11.8 FTE
City Gardens, Depot	28 FTE

The Environment Department

Shaping sustainable future environments

The Environment Department is the largest in the organisation and provides a diverse range of services to London and the South East.

Within the ‘square mile’ we deliver many local authority and regulatory functions including planning and development; building control; highways and transportation; cleansing and waste; environmental health, licensing and trading standards.

Further afield, we manage over 4,500 hectares of green spaces; run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London’s ports. The Department’s aims, activities and vision are presented in the diagram below.



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Agenda Item 5

Committee(s)	Dated:
Natural Environment Board	19 February 2024
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Bob Roberts, Interim Executive Director Environment	For Decision
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report is presented to provide the Natural Environment Board with assurance that risk management procedures in place within the Environment Department are satisfactory and that they meet the requirements of the Corporate Risk Management Framework and, where applicable, the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a strategic, level. The Cross-Divisional risks are summarised in this report and at Appendix 1.

Each of the Natural Environment charities holds its own risk register which is reported to its respective Committee.

City Gardens is part of the City Operations Division of the Environment Department, and its risks are held in a separate risk register which is summarised in this report and at Appendix 2.

Recommendations

Natural Environment Division Risks: Members are asked to confirm, on behalf of the City Corporation as Trustee, that the Natural Environment Cross-Divisional Summary Risk Register (Appendix 1) satisfactorily identifies the key top-level risks to the charities and that an appropriate risk management process is in place.

City Gardens Risks: Members are asked to note the content of this report and the City Gardens Summary Risk Register (Appendix 2).

Main Report

Background

- The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
- The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
- Each Committee to which the Natural Environment Division of the Environment Department reports receives a quarterly update on the risks of the charity or charities relevant to that Committee. Detailed risk registers are presented to Committees every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception. This reporting frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
- The Interim Executive Director Environment assures the Natural Environment Board that all risks held by the Natural Environment Division and the City Operations Division continue to be managed in compliance with the Corporate Risk Management Framework and, in the case of the Natural Environment Division, with the Charities Act 2011.
- Risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
- The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a strategic, level. The Cross-Divisional risks are summarised in this report and at Appendix 1.
- Each of the Natural Environment charities holds its own risk register which is reported to its respective Committee.

- City Gardens is part of the City Operations Division, and its risks are held in a separate risk register which is summarised in this report and at Appendix 2.

Current Position

Natural Environment Cross-Divisional Risks

- The Natural Environment Director maintains oversight of all risks and holds a Cross-Divisional Risk Register containing risks which are common to most or all Natural Environment charities: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
- The Natural Environment Director reviews the Cross-Divisional risks regularly in liaison with her Senior Leadership Team. The most recent review has resulted in:
 - a. some of the risk titles being refined to improve clarity;
 - b. confirmation that the current and target risk scores remain appropriate; and,
 - c. the addition of one new risk to the register, as summarised below. This risk is presented in full, by exception, at Appendix 1a.
- The Register, summarised below and at Appendix 1, contains six RED risks and five AMBER risks:
 - **ENV-NE 003: Decline in condition of assets** (*RED, 32*)
 - **ENV-NE 004: Negative impacts of pests and diseases** (*RED, 16*)
 - **ENV-NE 010: Budget pressures** (*RED, 16*)
 - **ENV-NE 012: Negative impacts of carrying out wildlife management** (*RED, 16*)
 - **ENV-NE 014: Lack of asset register** (*RED, 16*)
 - **ENV-NE 015: Impacts of anti-social behaviour on staff and sites** (*RED, 16*)
This new risk is presented in detail at Appendix 1a. It addresses the issues related to anti-social, irresponsible and abusive behaviour by members of the public which presents a risk to staff, visitors and sites. A departmental approach is being developed to tackle the abuse of staff; encourage responsible behaviour; ensure rapid reporting; and increase collaboration with the police and other enforcement agencies to minimise incidents and their effects.
 - **ENV-NE 001: Risk to health and safety** (*AMBER, 12*)
 - **ENV-NE 002: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
 - **ENV-NE 005: Negative impacts of development and encroachment** (*AMBER, 12*)
 - **ENV-NE 011: Recruitment of suitable staff** (*AMBER, 12*)
 - **ENV-NE 013: Negative impacts of visitor pressure** (*AMBER, 8*)

City Gardens Risks

- City Gardens is part of the City Operations Division of the Environment Department, alongside Cleansing Services. The City Gardens Risk Register, summarised below and at Appendix 2, contains seven risks (three RED, three AMBER, and one GREEN) which are owned and managed by the City Gardens Manager and his Management Team.
- Since the date of the last report to the Natural Environment Board, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed.
 - **ENV-CO-GC 016: Staff resources** (*RED, 16*)
 - **ENV-CO-GC 017: Decline in condition of assets** (*RED, 16*)
 - **ENV-CO-GC 018: Negative impacts of public behaviour** (*RED, 16*)
 - **ENV-CO-GC 011: Tree and plant diseases and other pests** (*AMBER, 12*)
 - **ENV-CO-GC 009: Risk to health and safety** (*AMBER, 8*)
 - **ENV-CO-GC 012: Climate and weather** (*AMBER, 6*)
 - **ENV-CO-GC 015: Electric vehicles (lack of suitable electric vehicles to replace existing fleet)** (*GREEN, 4*)

Risk Management Process

- Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
- Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system.
- Regular risk management update reports are provided to the Natural Environment Board in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

Identification of New Risks

- New and emerging risks are identified through several channels, including:
 - Directly by senior management teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services. For example, changes to legislation, accidents, severe weather events.

Corporate and Strategic Implications

- Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
- The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans, and relevant Corporate Strategies including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment and City Operations Divisions' emerging strategies.
- Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed, and managed in order to minimise their likelihood and/or impact.

Conclusion

- The proactive management of risk, including the reporting process to Members, demonstrates that the Environment Department is adhering to the requirements of the City of London Corporation's Risk Management Framework and the Charities Act 2011.

Appendices

- Appendix 1 – Natural Environment Cross-Divisional Summary Risk Register
- Appendix 1a – New Cross-Divisional risk
- Appendix 2 – City Gardens Summary Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

Contact

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Natural Environment Division Cross-divisional Risks Summary Risk Register

Generated on: 18 January 2024















Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE 003	Decline in condition of assets	32		24			
ENV-NE 004	Negative impacts of pests and diseases	16		12			
ENV-NE 010	Budget pressures	16		12			
ENV-NE 012	Negative impacts of carrying out wildlife management	16		8			
ENV-NE 014	Lack of asset register	16		1			
ENV-NE 015	Impacts of anti-social behaviour on staff and sites	16		12			
ENV-NE 001	Risk to health and safety	12		8			
ENV-NE 002	Adverse impacts of extreme weather and climate change	12		8			

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Appendix 1

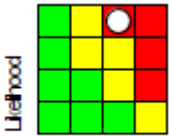
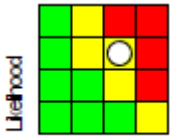

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE 005	Negative impacts of development and encroachment	12		8			
ENV-NE 011	Recruitment of suitable staff	12		4			
ENV-NE 013	Negative impacts of visitor pressure	8		6			

Natural Environment Cross-divisional Risks

New risk: reported in detail by exception

Generated on: 18 January 2024



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE 015 Impacts of anti-social behaviour on staff and sites 02-Jan-2024 Emily Brennan	<p>Cause: Anti-social behaviour of members of the public.</p> <p>Event: Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions.</p> <p>Impact: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.</p>	 <p>16</p>	<p>We are developing a departmental approach to tackling abuse of staff; encouraging responsible behaviour and rapid reporting; putting preventative measures in place; collaborating with police and other enforcement agencies to minimise incidents.</p> <p>02 Jan 2024</p>	 <p>12</p>	31-Dec-2024			
					Reduce		Constant	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 015a	Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy.	Emily Brennan	12-Jan-2024	30-Jun-2024
ENV-NE 015b	Training for staff on conflict management.	First-time or refresher training for staff on conflict management will be organised as part of a departmental arrangement.	Emily Brennan	12-Jan-2024	31-Dec-2024

Appendix 1a

ENV-NE 015c	Build enforcement partnerships.	This is ongoing at each site with relevant local agencies and partners.	Emily Brennan	12-Jan-2024	31-Dec-2024
ENV-NE 015d	Educate visitors to use the sites responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing at each site as appropriate.	Emily Brennan	12-Jan-2024	31-Dec-2024

City Gardens Summary Risk Register

Generated on: 18 January 2024



Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-CO-GC 016	Staff resources	16		12			
ENV-CO-GC 017	Decline in condition of assets	16		12			
ENV-CO-GC 018	Negative impacts of public behaviour	16		6			
ENV-CO-GC 011	Tree and plant diseases and other pests	12		12			
ENV-CO-GC 009	Risk to health and safety	8		8			
ENV-CO-GC 012	Climate and weather	6		3			
ENV-CO-GC 015	Electric vehicles (<i>lack of suitable electric vehicles to replace existing fleet</i>)	4		1			

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City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

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(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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6Committee(s): Natural Environment Board – For decision	Dated: 19 February 2024
Subject: Dog Control within City Gardens	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 10, 11
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£7,500 per annum
What is the source of Funding?	Existing Local Risk Revenue Budgets
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Bob Roberts: Interim Executive Director Environment	For Decision
Report author: Jake Tibbetts – City Gardens Manager, Operations.	

Summary

The report addresses challenges in City Gardens due to increased dog presence. Incidents, including safety concerns and antisocial behaviour, have become more frequent, prompting the need to consider more proactive measures.

After evaluating options, the report recommends creating a new "Keeper" role to enforce byelaws, initially focusing on Bunhill Fields. Anticipated costs of around £5,000 per year can be accommodated within existing local risk revenue budgets.

Additionally, the report suggests ongoing exploration of the use of Public Space Protection Orders (PSPOs) to promote responsible dog ownership, providing

enhanced enforcement powers, and regular reviews. These recommendations align with the Corporate Plan, ensuring effective management while considering financial, resource, legal, and risk implications. The measures aim to strike a balance between addressing current challenges and promoting responsible dog ownership for the continued enjoyment of all City Gardens users.

Recommendation(s)

Members are asked to:

- Endorse the creation of a new City Gardens Keeper role to enforce byelaws and legislation across the City Gardens sites, with an initial focus on Bunhill Fields.
- Endorse the exploration of PSPOs and use of enforcement powers across the City Garden sites to improve user experience.

Main Report

Background

1. Historically dogs have not presented an issue within City Gardens sites, as ownership by residents has been relatively low and the City has not been seen as a destination by dog walkers. The number of dogs within the City has grown as the number of residents has risen and dog ownership in general increased during the pandemic.
2. Whilst there are existing byelaws for many City Garden sites (including churchyards), which include byelaws requiring dogs to be on a leash, these have not been enforced in recent years. This appears to have been a responsibility that was omitted when City Gardens was outsourced and not reinstated when brought back in house.
3. Dogs in busy gardens have the potential to cause a number of issues including fouling and urination which pose a health and safety as well as environmental impact. When not kept on a lead and not properly controlled dogs can cause worry and/or intimidate other dogs and people, they can also damage plants. The presence of dogs can deter some users who may prefer to use dog free areas when visiting sites. Dogs also have the potential to cause physical harm.
4. There are also positive aspects to Dog ownership. The “Outdoor Recreation and Health in Wales report” (2012) identifies owning a dog to be one of two lifestyle

factors which makes the most significant positive difference to people's participation in outdoor recreation. Dog ownership has also been shown to improve human mental well-being through several possible pathways including providing their owners with social support and companionship and they may also act as catalysts for increased human social interactions.

Current Position

5. During the development of this report we have discussed current management practices with managers of green spaces both within the Natural Environment Division, other councils including Islington and Westminster as well as the Keep Britain Tidy Campaign.
6. City gardeners report issues with dogs through the use of a mobile app. In the last year there have been 191 reported incidents in total, of these:
 - a. 167 were dogs off of leads;
 - b. 22 were for dog mess;
 - c. 2 were for dogs digging holes.
7. The majority of these were in three sites: Bunhill Fields, Smithfield Rotunda and St Barts the Great. There were 22 incidents of dog mess in total. The following shows number of reported dogs off of leads in each of these three sites:

a. Bunhill Fields	94
b. Smithfield Rotunda	73
c. St Barts the Great	13
8. The true figure will be higher and following a push to record more accurately 23 incidents of dogs off of leads in Bunhill Fields were reported in January 24 alone.
9. In October a volunteer was working in Bunhill Fields when a dog off the lead ran into the flower bed they were working in. The volunteer shouted for the dog to leave the bed, this initiated anti-social behaviour by the dog owner towards the volunteer. There was one dog incident that occurred in 2021 of a dog attacking another dog in Bunhill Fields which was reported to the police.
10. It is clear that Bunhill Fields has the greatest issue when it comes to current dog related problems.

Available powers

Byelaws

11. The existing powers for enforcement vary across City Gardens sites. Not all sites have byelaws, but where they are in place, these can generally be enforced by nominated officers of the City of London Corporation and the City Police (where inside the City Boundary).
12. Bunhill Fields has byelaws, but the fact that it sits outside of the City Boundary and within the jurisdiction of the Metropolitan Police means that enforcement options differ and is why Parkguard can provide enforcement in Bunhill Fields but not within the City boundary (see paragraphs 22). Neither Smithfield Rotunda nor St Barts the Great, for example, have any Byelaws.
13. The existing Byelaw 9 for Bunhill Fields 9 states:

“No person shall cause or suffer any dog belonging to him or in his charge to enter or remain in the Burial Ground unless such dog be and continue to be led by a chain, leash or string and otherwise be under proper control”

14. Where no byelaws have been made in respect of a City Garden, there are currently no other directly applicable enforcement powers that could be used to promote responsible dog ownership. Officers propose to keep under review spaces which do not presently have byelaws, and look into enforcement options as necessary. To note that where byelaw making powers exist, new byelaws can be made (and existing byelaws amended and updated). However byelaw making powers are generally contained in, for example, the Corporation of London (Open Spaces) Act 1878); any new byelaws or amendments would need to be approved by the relevant Secretary of State, which can result in a lengthy and complex process. Most local authorities now favour the use of PSPOs over byelaws.

Public Space Protection Orders (PSPOs)

15. PSPOs were introduced by the Anti-social Behaviour, Crime, and Policing Act 2014 to address a range of issues affecting the quality of life in public spaces. In the context of dogs, a PSPO may be implemented to regulate behaviours such as dog fouling, off-leash activities or aggressive behaviour, ensuring responsible dog ownership and enhancing public safety.
16. PSPOs can be introduced in specific public areas where the local authority is satisfied on reasonable grounds that certain conditions have been met. The process of obtaining a PSPO typically involves consultation with the community and stakeholders and there needs to be a demonstratable problem affecting public safety or well-being. It is the severity of the issue which would justify the imposition of a PSPO. The making of PSPOs is a time-consuming process .

17. Considering the process that is required to implement PSPOs, City Gardens consider that enforcement of existing powers should be prioritised in the first instance. This would allow the City Corporation time to: gather further evidence of any existing problems; understand whether the existing measures are sufficient to address those problems; consider how best to employ the PSPO powers, and which sites and areas those powers should be applied to; and to establish the basis for the implementation of more stringent measures.
18. It would be appropriate to consider City wide PSPOs to require responsible dog ownership within the square mile and Bunhill Fields which could provide powers to promote good dog ownership by covering matters such as dog fouling and require that owners keep dogs under control.
19. Burnham Beeches and other councils that seek to promote responsible dog ownership through PSPOs take the approach that a dog off of a lead can be under control and does not necessarily need to be leashed and conversely a dog on a lead can still cause distress to people and other animals. Therefore, a mixed approach is employed, such as:
- Dog free areas;
 - Dogs on leads only areas; and
 - Areas where dogs must be leashed only if requested.

ENFORCEMENT

20. Regardless of the powers that are employed to restrict certain actions, in order for them to be effective there is a need to be able to enforce them.
21. Parkguard, who provide community safety services for local authorities across London, have previously been employed by City Gardens to target specific problems in Bunhill Fields when they arise. They have been used specifically in Bunhill Fields to tackle dogs off leads.
22. Parkguard can serve Anti-Social Behaviour warning Notices in Bunhill Fields as it is in Islington in which they have powers delegated to them by the Metropolitan Police approved by Islington Council to use those powers within their borough. They are unable to serve these notices within the square mile as it is within the jurisdiction of the City of London Police who currently do not delegate these powers.

23. Due to the costs associated with using Parkguard, we have only employed them on an infrequent basis, dependent on the scale of the problem.
24. In practice most dog walkers leash their dogs when they either see or are asked to by Parkguard. However, once the Parkguard staff leave the site, many allow their dogs to roam off leash again. The cost to have a dedicated presence from Parkguard at Bunhill Fields or other sites would be significant and unsustainable. They can, however, continue to provide an important role in helping tackle other forms of antisocial behaviour, helping train and develop our staff.
25. Existing and potential powers to enforce within and outside of the square mile differ, and these are all currently being explored by officers. However, it is clear that powers could be given to City Garden staff to enforce byelaws and PSPOs inside the square mile and in Bunhill Fields. An operative could start off enforcing Byelaws, but could also gather evidence to help ascertain whether the implementation of PSPOs could be justified. The operative could also enforce other byelaws such as the riding of bicycles in the gardens, as well as non-licenced activities, which would improve users experience of City Garden sites.
26. Currently none of the City Gardeners have any enforcement responsibilities or training. A new role could be created with specific responsibility for enforcing relevant legislation.

Other management approaches

27. Some local authorities have set up segregated areas for dogs within sites where they can be let off leads. If these areas are not particularly large they can have detrimental impacts including:
- The wear and tear caused by dog activity within these areas damages lawns and plants and often become areas of barren soil or mud if the area is not large enough.
 - The increased amount of urine and dog waste can make the area particularly unsightly and look very different from the rest of the site and can increase risk of illnesses such as kennel cough and parasites. As a result some dog owners can be deterred from using these areas.
28. Officers do not consider any of our sites are large enough to contain a segregated area for dogs within them.

Options

29. Create segregated areas for dogs at larger sites such Bunhill Fields. **Not recommended** due to the limited size of our sites and the resulting impact.

30. Use Parkguard to enforce legislation at Bunhill Fields. **Not recommended** as considered to be financially unsustainable due to the dedicated presence that would be required to be effective.
31. Create a keeper post to enforce relevant byelaws and legislation which could be financed through current revenue budgets. **Recommended** Considered to be the most proportionate and effective response to the issue.
32. Explore options to use PSPOs to encourage responsible dog ownership and report back to committee. **Recommended**

Proposals

33. **Create a New Keeper Role:** Establish a new role within City Gardens – the "City Gardens Keeper" – with responsibilities that include enforcement of relevant powers. Delete one of the vacant Gardener positions and replace with this new role. This role will initially focus on Bunhill Fields but can be deployed to other sites as needed. Anticipated costs; approximately £7,500 per year increased salary and on costs, which can be accommodated within existing local risk revenue budgets. In addition, a cost of £1100 - £1800 for legal fees for each case that was pursued to prosecution will need to be met through existing local risk budgets.
34. **Explore and Enhance Enforcement Powers:** Explore the options of using PSPOs to encourage responsible dog ownership in the City and at Bunhill Fields.
35. **Regular Review and Adaptation:** Regularly review the effectiveness of the new Keeper role and any implemented measures. Adapt strategies as needed based on ongoing feedback, changes in dog ownership trends, and the evolving landscape of City Gardens. Bring paper back to committee after keeper has been in post for a full year.

Corporate & Strategic Implications

Strategic implications –

36. This report aligns clearly with the following objectives:
 4. *Communities are cohesive and have the facilities they need.*
 11. *We have clean air, land and water and a thriving and sustainable natural environment.*
 12. *Our spaces are secure, resilient and well-maintained*

Financial implications

37. It is anticipated that the new post would be require a higher pay grade than a gardener. There are currently vacant Gardener roles that we are looking to fill by April. One of these roles would be expanded into the new role, the cost would therefore be the difference between a gardener post and the new post which has not yet be graded, but it is anticipated to be in the region of £7,500 per year which is justifiable within existing local risk revenue budgets, contributing to the effective management of City Gardens. In addition, a cost of £1100 - £1800 for legal fees for each case that was pursued to prosecution would need to be met through the local risk revenue budget, this could be offset through income from fines and successful prosecutions.

Resource implications

38. Utilise vacant Gardener roles for the creation of the new Keeper position, optimising existing staff resource levels.

Legal implications

Contained within the body of this report.

Risk implications

39. Mitigate potential risks through regular reviews, feedback mechanisms, and proactive adaptation of strategies.

Equalities implications – An EA test of relevance has been carried out and there is a small benefit to old and young people who may feel safer in areas where dogs are controlled. It was not deemed appropriate to carry out a full Equality Impact Assessment.

Climate implications

None

Security implications

None

Conclusion

40. The increasing presence of dogs in City Gardens, coupled with reported incidents of dog-related issues, presents a multifaceted challenge. While acknowledging the positive aspects of dog ownership, the negative impact on the environment, safety, and user experience necessitates proactive measures. Current enforcement mechanisms, including Byelaws and Public Space Protection Orders (PSPOs),

have limitations, but should be investigated further. A new “Keeper” post would enable us enforce existing Byelaws and new legislation that may be implemented.

Appendices

None

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Committee: Natural Environment Board	Dated: 19 February 2024
Subject: 2024/25 Events Fees and Charges – City Gardens	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Interim Executive Director Environment	For Decision
Report author: Jake Tibbetts – City Gardens Manager	

Summary

This report proposes that charges for corporate events that are held in City Gardens sites are increased by 4.1% for the start of the 2024/25 financial year. This is in line with the Retail Price index at the end of October 2023. The charge for non-profit and charity events is recommended to be frozen. The new fees and charges are to be implemented 1 April 2024.

Recommendation

Members are asked to:

Approve the proposed 2024/25 fees and charges as set out in Appendix 1 of this report.

Main Report

Background

1. The City Gardens Team processes requests from members of the public, charitable groups and corporate organisations to hold events within its gardens.
2. Members approved the updated City Gardens Events Policy in July 2018. The policy does not need reviewing, however the Fees and Charges that are laid out in appendix 1 of that report are intended to be reviewed on an annual basis.

Current Position

3. The hire of City Gardens sites generates income that is used to contribute towards the maintenance cost of our sites and staff resources. In 2022/2023 City Gardens generated £13012 from 34 events. At the time of writing £6880 has been generated by 26 events so far, this financial year 2023/2024.
4. In 2022/2023 the most popular type of event with 26 bookings continued to be photography; of which 21 were wedding shoots. These contributed £7510.
5. In 2022/2023 there was £2192 income from non-profit or charity events.
6. Facilitating events has an impact not only on the gardens but also staff resources within the City Gardens team. Whilst the total amount of income delivered is relatively low, this is a service that is important to our communities and needs to be financially sustainable and contribute towards the maintenance and upkeep of our gardens.
7. The City Gardens team carried out a benchmarking exercise in 2021 in preparation for; and detailed in the Fees and Charges report for 2022/23.

Options

- A. Apply no increase and retain current fees and charges. This option is not favoured as anything less than a rise in line with inflation would reduce our ability to cover costs and meet income targets.
- B. Increase all fees and charges in line with the Retail Price Index. Apart from non-profit and charity events which are frozen. Prices to be rounded up to the nearest £5. This option keeps fees and charges abreast of inflation whilst also considering the impact on charities. This is the favoured option.
- C. Increase fee and charges by a greater amount than the Retail Price Index to offset savings. This is not favoured as it is considered that a larger increase could result in a reduced number of sales. Considering the high price of inflation and the need for the generation of income from events this option is considered risky and may reduce event numbers and overall income.

Proposals

8. The proposed option is B. Increase fees and charges in line with the Retail Price Index apart from the fees for charity and non-profit events which are to be frozen.
9. **Strategic implications** – The provision of a well-designed events programme supports a number of key City of London Corporate Plan outcomes as follows:
 - 4. Communities are cohesive and have the facilities they need.
 - 12. Our spaces are secure, resilient and well-maintained.

10. Financial implications -The financial implications are contained within the body of the report

11. Resource implications – Resourcing the processing of event applications is covered by the income generated from events.

12. Legal implications - Section 7 of the City of London Corporation (Open Spaces) Act 2018 authorises the City to impose charges for temporary use of part of an open space for an event or for admission to an open space area where access is restricted for an event, and requires that the power be exercised in accordance with the relevant policy. Paragraph 15.8 of the Open Spaces Event Policy 2018 makes provision for the charges and also provides that the schedule of charges will be reviewed annually. The exercise of the charging power and the review of charges is in accordance with the 2018 Act and the Policy.

13. Risk implications – None

14. Equalities implications – None

15. Climate implications - None

16. Security implications – Whilst there are some security implications of events being held, there are none when considering only the associated fees and charges.

Conclusion

17. Events held in City Gardens are important to our communities. The proposed increase in Fees and Charges reflects increased costs, enables us to continue to facilitate events in a sustainable manner and provides a small amount of income that contributes towards maintaining our gardens and our staff resources.

Appendices

- Appendix 1 - Proposed Fees and Charges for 2024/25

Background Papers

City Gardens Event Policy– Open Spaces and City Gardens Committee, 16 July 2018

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Fee type	2023/2024	2024/2025 Fees
Wedding/Other photography		
Wedding/Other photography for 2 hours	£215	£225
Private Hire, Weddings & Civil Partnerships		
Basic Hire Fee		
1st hour (between hours of 8am – 6pm)	£390	£410
Subsequent hours	£190	£200
½ day (8am – 1pm) (1pm – 6pm) £945	£1095	£1140
Full day (8am – 6pm) £1,709	£1970	£2050
Each additional full day (if the same event) – please state number of additional days Per Day	£990	£1030
Required set up / de-rig time outside of the event hire time – per hour.	£190	£200
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	
Commercial/corporate events		
Application Fee	£215	£225
Basic Hire Fee		
Per hour (between hours of 8am – 6pm)	£190	£200
½ day (8am – 12noon) (1pm – 6pm)	£890	£930
Full day (8am – 6pm)	£1780	£1855
Ticketed events 15% of receipts additional to basic hire fee		
Additional event day	£990	£1030
Set up/clear away per day per hour	£190	£200
Booking Deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	
Non-profit/charity events		
Basic Hire Fee		
1st hour (between hours of 8am – 6pm)	£195	£195
Subsequent hours	£130	£130
½ day (8am – 1pm) (1pm – 6pm) £580	£615	£615
Full day (8am – 6pm) £1,213	£1280	£1280
Each additional full day (if the same event) – please state number of additional days Per Day	£640	£640
Required set up / de-rig time outside of the event hire time – per hour.	£130	£130
Damage deposit (£500 or 25% hire fee whichever is the greater)	£500 or 25%	
Corporate Volunteer Days		
Application Fee	£210	£220
Corporate volunteer days per head per day	£75	£80

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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